UNITED STATES MARINE CORPS
MARINE CORPS CIVIL-MILITARY OPERATIONS SCHOOL
WEAPONS TRAINING BATTALION
TRAINING COMMAND
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STUDENT OUTLINE

<u>**CA TEAM PLANNING**</u>

0530-130

CIVIL AFFAIRS OFFICER COURSE

M020A3D

FEBRUARY 2016

LEARNING OBJECTIVES

    a.   **TERMINAL LEARNING OBJECTIVES**

        (1) Given a mission, required equipment, and an operations order from higher headquarters, develop a CA CONOPS, to clearly and concisely express what the commander intends to accomplish and how it will be done using available resources using the five paragraph order format. (CACT-EXE-2017)

        (2) Given a mission, commander's intent, CPB planning support products and as a member of a Civil-Military Operations Working Group, Integrate Civil-Military considerations into the planning process, to support the commander's decision making by providing an understanding of the civil environment and the nature of the problem in order to identify an appropriate solution, in accordance with MCWP 3-33.1. (CACT-PLAN-2001)

    b.   **ENABLING LEARNING OBJECTIVES**

        (1) Without the aid of references, identify the planning process performed by the CA Team Leader to support civil-military operations, in accordance with MCWP 5-1, Ch 1. (CACT-PLAN-2001c)

        (2) Given a planning scenario and a CMO Supporting Concept, develop CA Team tactical tasks, in accordance with the PE checklist. (CACT-EXE-2017a)

        (3) Given a planning scenario, mission statement, CMO Supporting Concept, and CMO tasks, develop a CA Team Concept of Operations brief, in accordance with the PE checklist. (CACT-EXE-2017b)

1. **INTRODUCTION TO CA TEAM LEADERS PLANNING**

    a. **Critical Thinking**. Planning demands critical thinking.
That is, making thoughtful judgments to respond to situations,
answer questions, solve problems or address issues. In many
instances, thoughtful judgment is based on experience, research,
observations, and input from others. Critical thinkers are
those individuals characterized by a willingness to see
ambiguities, multiple potential solutions to a problem,
recognition that few answers are black and white, and an
interest in exploring possibilities. Critical thinking supports
MAGTF CMO, the commander, and command and control.

    b. **Problem Solving**. Many problem-solving techniques exist.
Some of the most widely used include Brainstorming, Systems
Thinking, Cause and Effect Diagrams, Mind Mapping and Affinity
Diagrams. The traditional six-step problem solving process is
used in many professional organizations:

        (1) Identify and clarify the problem to be addressed.

        (2) Analyze the problem and its causes.

        (3) Identify and assess ramifications of potential
solutions.

        (4) Select and plan the solution.

        (5) Implement the solution.

        (6) Evaluate: Was the Problem Solved?

    c. **Planning Civil-Military Operations (CMO)**. The focus of
CMO is to enable commanders to engage (establish, maintain,
influence or exploit) the civil component of the battlespace.
CMO are integrated into the conduct (plan, prepare, execute, and
assess) of all operations. This effort focuses on assessing,
monitoring, protecting, reinforcing, establishing, and
transitioning political, economic, social, and cultural
institutions. CA Marines assist commanders by conducting
operations and executing tasks both actively, through direct
contact with the civil populace, and passively, through
observation, research and analysis.

    d. **MAGTF Planning**. MAGTF operations demand a flexible
approach to planning that adapts planning methods to each
situation to generate options that satisfy the mission. CA

Marines may use different but related processes to guide planning activities. The two most common processes are troop-leading steps – BAMCIS, and the Marine Corps Planning Process (MCPP). Once the commander selects a Course of Action (COA) CA Marines will prepare a supporting concept to ensure that CA actions are integrated and coordinated into the MAGTF or unit COA.

2. **CA TEAM SUPPORTING CONCEPT DEVELOPMENT**. A supporting concept is a functional concept (i.e. CMO, Intel, Logistics, etc.) for each COA to ensure actions are integrated and coordinated in the order or plan.

   a. The purpose of supporting concept development is to devise appropriate actions for the CA Team that: solve the problem, accomplish the mission, satisfy commander's intent, and comply with the commander's guidance.

   b. A CA Team Leader's supporting concept/concept of civil-military operations is a verbal or graphic statement that clearly and concisely expresses what the CA Team Leader intends to accomplish and how it will be done using available resources.

   c. In simple terms the supporting concept answers "how" the CA Team is going to accomplish its mission.

   d. The Concept of CMO is used by the CA Team Leader to publish tactical tasks developed through the BAMCIS process.

2. **SMALL UNIT LEADERS PLANNING**. Troop leading steps provide a structured format to help small unit leaders without staffs develop plans. This structured process, aids the CA Team Leader's creative ability to devise practical solutions for a given problem and plan the use of available time. The basic troop leading steps–BAMCIS are:

   a. **Begin Planning**. Essential to the supporting concept development is the mission statement, commander's intent and guidance normally provided via the basic operations order. In addition, it is important to begin the process with any adversary or civil information updates to ensure that there is an enhanced understanding of the operational environment to support the development of CA Team activities.

      (1) Understand your Mission. Planning begins by performing an initial estimate of the situation. CA Marines use the METT-T+C approach. The CA Team Leader must understand the

specified and implied tasks of the mission issued by higher. The team leader must look at the adversary's power and the conditions under which they can employ assets to achieve a desired effect. Additionally, the CA Team Leader looks at the effects of terrain and weather. Consideration must be given for friendly support to civil-military operations - Troops and Fire Support Available. The CA Team Leader must account for time - time available for each phase of the mission, time constraints and restraints from higher, time/space considerations for enemy and friendly movement, logistics required, as well as any gaps. However, METT-T is incomplete without taking into consideration the civil component of the battlespace (METT-T+C).

(a) Mission Statement is the key part of the OPORD it provides the purpose and reason for the operation.

(b) Commander's Intent is the commander's personal expression of the purpose of the operation. It must be clear, concise, and easily understood. Commander's intent allows subordinates to exercise judgment and initiative in the absence of orders.

(c) Commander's Guidance is a clear and concise expression of what he intends to accomplish and how it will be done using available resources.

(2) Civil Considerations and Planning Support Products

(a) Civil considerations are accounted for through the analysis of civil areas, structures, capabilities, organizations, people and events (ASCOPE) and time permitting, a more complete Civil Preparation of the Battlespace (CPB). Civil considerations are the influence of man-made infrastructure, civilian institutions, attitudes and activities of the civilian leaders, populations and organizations within the battlespace. An appreciation of civil considerations - understanding their impact on operations - enhances the selection of operational objectives; location, movement and control of forces; use of weapons; and force protection measures. CPB/IPB products include a detailed analysis of terrain and the environment, focusing on opportunities and limitations imposed on the adversary by terrain and the environment.

(b) The S-2 analyzes adversary weapons systems, capabilities, doctrine and intent. An Event Template is created to graphically depict adversary COAs (in the form of Most Dangerous and Most Likely). The CA Team Leader should focus on

the event template to gain situational awareness of the adversary. The CMO Working Group or Green cell may also provide a list of key influences and relevant factors produced from analytical methods such as Stakeholder and Geospatial analysis.

(c) The CA Team Leader is responsible for issuance of a Warning Order to the team. Warning orders provide subordinates with maximum time available to prepare for an operation or action. They are either oral or written and must include, at a minimum, information regarding the situation and mission, as well as general instructions and specific instructions.

b. **Arrange for Reconnaissance**. The CA Team identifies the things they do not know from the first step, determines what they need to know, who has that information or where that information resides and takes action to gather the information. For example, CA tasks may focus on gaining an understanding of the operations of an intergovernmental organization (IGO) within the MAGTF's battlespace. To satisfy this requirement it may be necessary to meet a staff member from the IGO. Arrange for reconnaissance by determining the best point of contact to engage. To do this research CA Teams can access civil information databases or use other Web resources. They should also determine if any members of the supported unit have dealt with the IGO in the past. Social networking sites (e.g. LinkedIn) may be used to ascertain if you have any connections to their staff or look for publications or press releases to gauge policy/attitude.

(1) Battlespace Framework. The CA Team Leader needs to know how he relates to other forces in time, space, and purpose. It is important that the CA Team Leader reads the entire basic order - not only CMO tasks outlined in paragraph 3b and the CMO Concept of Support contained in Annex G of the Operations Order - to assist with determining CA team tasks and requirements (i.e. equipment, personnel, funding) that cause the unit to place resources against them to support the scheme of maneuver. In the basic order the commander outlines key points on how he sees mission accomplishment and solving the problem. This includes the Battlespace Framework: how the commander will organize his *battlespace* and *forces* to achieve a decision. For a CA team, this will begin to define team operating areas as well as the team command relationships to other units in the MAGTF.

(2) The battlespace can be viewed in a variety of ways, to include a spatial context, a purpose context, and in a line of operation framework.

(a) Spatial Battlespace Framework. In a conventional operating environment, the battlespace is often described in spatial terms: close, deep, and rear. Typically, CA teams would be operating in the close and rear portions of the battlespace, and not in the deep tactical fight.

(b) Purpose Battlespace Framework. Activities in the battlespace can be described in terms of purpose: shaping actions (help set conditions for the decisive action), decisive action (event or activity critical to mission success), and sustaining actions (that support shaping and decisive actions).

(c) Lines of Operation Battlespace Framework. Another way to organize battlespace and friendly forces, and a technique that is useful in less conventional conflict environments (to include FHA or HADR) is to organize along Lines of Operation (LOO).

(3) Determine Requirements. The CA Team Leader will begin by establishing team priorities and objectives. To determine CA requirements, the team leader will identify available capabilities and resources (personnel, materiel, activities, etc.) required to achieve the commander's end state within his assigned area of operations to support the scheme of maneuver and concept of operations. During the development of the supporting concept there are several fundamental questions that must be answered by the CA Team Leader. They include:

(a) What needs to be done?

(b) What are our resources?

(c) What are the adversary intentions?

(d) How will we impact the civil environment?

(e) How will the civil environment impact us?

(f) How will we impact the adversary/threat?

(g) How will the adversary/threat impact us?

(4) Requests for Information (RFIs). The art form of generating an RFI is to truly understand what is required from some outside source; to be able to describe your need well enough to generate a useful answer. This is a mechanism used to gain clarification from higher headquarters to satisfy a necessary action. RFI considerations:

(a) Planning requires information from outside sources.

(b) Identify gaps in available information and intelligence.

(c) Forward requests to appropriate higher, adjacent, and subordinate staffs.

c. **Make Reconnaissance**

(1) During this step the CA team actually conducts the civil reconnaissance (and coordination) to support the CA team mission and/or tasks. The CA Team Leader must conduct at least a minimum reconnaissance consisting of map reconnaissance and imagery to understand topography, boundaries, Fire Support Coordination Measures (FSCM), etc. This should be a review based on the previous METT-T effort.

(2) Reconnaissance can take many forms. For example, an enhanced or updated area study or further research into local cultural norms should be considered. During coordination discuss with higher, adjacent and subordinates your assigned mission or task, where you expect to be located, and when and how long you expect to be there.

(3) The CA Team Leader should assess the results of the reconnaissance (e.g., meeting with an IGO). Your mission may have been information gathering to support civil information management. Before you draw any conclusions assess the meeting. Were all your questions answered? What were those answers? Are there (IGO) actions favorable to MAGTF operations? Will further coordination be required? To successfully complete reconnaissance you cannot delegate responsibility. Be sure YOUR information-gathering needs were met. You are the decision maker and you must be engaged!

(4) Task Organization. At a minimum, the CA Team Leader should review the supported command's task organization to determine the proper employment of CA assets to ensure they

logically support the MAGTF/supported unit's CMO requirements and the commander's end state. Normally, the CA Team Leader will determine the employment construct of his/her team to facilitate the execution of required CMO tasks. CA Team Leaders should also consider the command and/or "supported/supporting" relationship of their teams.

(5) <u>Command Relationships</u>. Unity of effort is largely achieved through the understanding and application of command relationships. The CA Team Leader should understand the meaning of supporting and supported relationships between organizations.

(6) <u>Task and Purpose</u>

(a) CA Team Leaders should ensure team tasks are properly aligned in time, space, and purpose to support the overall effort of the MAGTF and its elements. The sequence of actions should also counter the adversary most likely/most dangerous effects on the civil environment and facilitate actions to achieve mission accomplishment based on the civil most likely/most disadvantageous civil actions.

(b) Synchronizing the tasks of the CA Team elements and their supporting/supported unit provides the sequence of actions that are used to construct the team's CONOPS. The CA Team Leader must also be willing to incorporate interorganizational stakeholders and HN capabilities into the CONOPS where applicable.

d. **Complete the Plan**. Reconnaissance gathers information to help confirm or deny your initial CMO planning assumptions. You may need to refine or adjust your plan based on your findings.

(1) The CA team members may assist in completing the plan, but the team leader will ultimately approve, deny, or modify the plan before executing it. Considerations include:

(a) Who will execute CMO (team, unit, organization)?

(b) What is the unit's priority CMO task?

(c) When will the mission begin (by time or event) and what is the anticipated duration?

(d) Where will the mission occur (objective or grid location)?

(e) Why will the unit conduct CMO (mission objectives and end state)?

(2) <u>Limitations</u>. The CA Team Leader must consider limitations from a CA perspective, looking at the cultural norms or civil actions that would lead to some kind of maneuver and/or resource limitation for operating forces. Usually, limitations restrict your freedom of movement and/or require the commitment of resources. Limitations are:

(a) <u>Restraints</u>. Things you "cannot" do, e.g., deliberately target religious facilities.

(b) <u>Constraints</u>. Things you "must" do, e.g., deliver relief supplies during daylight hours.

(3) <u>Identify Required Capabilities</u>. The CA Team Leader will identify available assets, friendly capabilities (e.g., personnel, materiel) and their locations against resource and capability requirements that were identified within the team's AO. This will include coordinating and/or leveraging available interorganizational capabilities in support of mission requirements.

(a) Once the CA team and interorganizational assets and their capabilities are arrayed against requirements, the CA Team Leader should identify CMO capability shortfalls. A technique used for identifying CMO capability shortfalls is to use CA core tasks as a filter to determine additional support requirements (i.e. veterinarian, agricultural specialist, SMEs, etc.).

(b) If there are any shortfalls at this point the CA Team Leader should provide alternate means to the Commander to eliminate or mitigate the impact of the shortfall to satisfy mission support requirements.

(4) <u>Concept of Support Graphic and Narrative</u>. After the supporting concept is approved by the commander, it's then considered a Concept of Support. The concept of support includes operational graphics on a map background, and operational terms describing the concept of support in a narrative using the "Task/Purpose/Method/End State" model. The CA Team Leader should use graphic/narrative format to depict his team's scheme of maneuver.

(a) The graphic (a map chip of the relevant area) may display civil-military activities, locations of relief organizations, dislocated civilians, key infrastructure, and culturally or historically significant areas.

(b) The narrative supports the graphic by describing the team's actions. It provides the purpose and tasks of the CA team's main and supporting efforts, and the sequencing of the mission. The Concept of Support answers the most important question, "how" will the CA team accomplish the mission?

(5) Recommend Commander's Critical Information Requirements (CCIRs). Only the commander decides what information is critical, but the CA Team Leader may propose CCIRs to the commander. A CCIR is critical information identified by the commander to facilitate timely decision making. Therefore, careful analysis by the CA Team Leader is essential when recommending CCIRs to the commander.

(6) Information Reporting. CA Marines should understand how to evaluate team level activities as well as the effects of those activities on military operations. Whenever possible, CA teams should provide input during the development of information requirements, MOPs and MOEs, and how to collect on the associated information.

e. **Issue the Order**. The CA Team Leader should first brief the concept of support and relevant planning support products to the commander for approval prior to briefing the team.

(1) The order serves three primary purposes; a situation paragraph providing mission details, an execution paragraph expressing what the CA Team Leader intends to accomplish and how it will be done using available resources, and the applicable administration and information requirements. It is critical that the CA Team Leader briefs the team's individual duties and expectations.

(2) CA tactical tasks may be short term, but often have longer-term implications. For example, supervision of elections may be a six-month process from start to finish, but the effect can be years. In other words, the activities may not take long, but the impact can be long lasting.

(3) The order may take various forms, standard written five-paragraph order – SMEAC, a CONOP "slide" or verbal order.

The CA Team Leader should ensure that whatever form it takes, it is clearly understood.

f. **Supervise**. This is the most important troop-leading step! Supervision is continuous throughout the process. As the CA Team Leader you're not going to have the time to do everything yourself or you may not have the skills or information needed for the earlier steps, but ultimately you are responsible, so you need to supervise continuously. Supervision includes monitoring and evaluating team activities, "Are you meeting your objectives?"

REFERENCES:

JP 3-57 Civil-Military Operations
MCWP 3-33.1 MAGTF Civil-Military Operations
MCWP 5-1 Marine Corps Planning Process
MCRP 3-33.1A Civil Affairs Tactics, Techniques, and Procedures
MCRP 5-12A Operational Terms and Graphics

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